



2006 Denison Survey Results

Linking Organizational Culture to Organizational Results at the



DPA

**Colorado Department of
Personnel & Administration**

*Division of Information Technologies
(DoIT)*

What is the Denison Organizational Culture Survey?

- **The Denison Organizational Culture Survey was developed by Daniel R. Denison, Ph.D. and William S. Neale, M.A., M.L.I.R.**
- **The surveys and model are based on over 20 years of research by Dr. Denison on the link between organization culture and bottom-line performance measures such as Return on Investments (ROI), Return on Assets (ROA), Sales Growth, Quality and Employee Satisfaction.**

What Benchmark Are We Being Compared To?

- The database includes over 550 organizations.
- The sample includes organizations all over the world, including 80% from North America.
- The organizations are comprised of a variety of industries, and come from both large and small companies.
- 13% of the organizations in the database are from the public sector.

UNDERSTANDING BUSINESS CULTURE . . .

What is Business Culture, Anyway?

DEFINITION:

“The way things
get done
around here.”

Why conduct the survey?

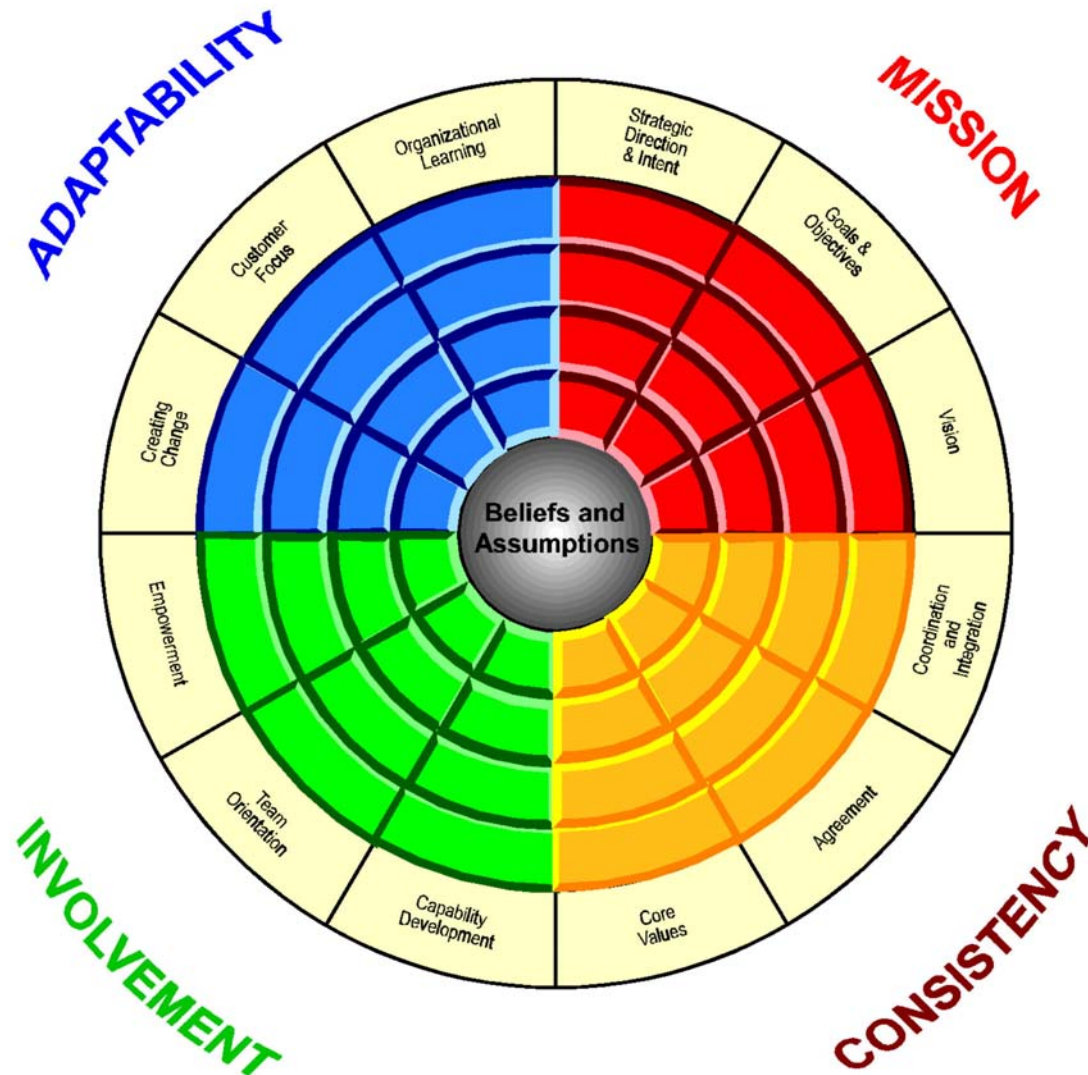
- **The Denison Organizational Culture Survey looks at the culture of an organization as a whole and ties culture to bottom-line performance measures.**
- **Repeated use of the Denison Organizational Culture Survey provides a measure of the organization's progress toward achieving a high-performance culture with optimum overall performance.**
- **This is the third year of using the Denison Survey at DoIT.**

The Organizational Survey is Based on Four Key Cultural Traits

1. Mission,
2. Consistency,
3. Involvement, and
4. Adaptability

with three Management Practices in each trait

Every Organization Needs to Have Capabilities in These Four Areas



CONNECT:

The Knowledge Network



Mission as a Key Cultural Trait

Mission

*Direction...Purpose
...Blueprint*

Defining and communicating a meaningful long-term direction for the organization.

“Do we know where we are going?”

External
Focus



Stable

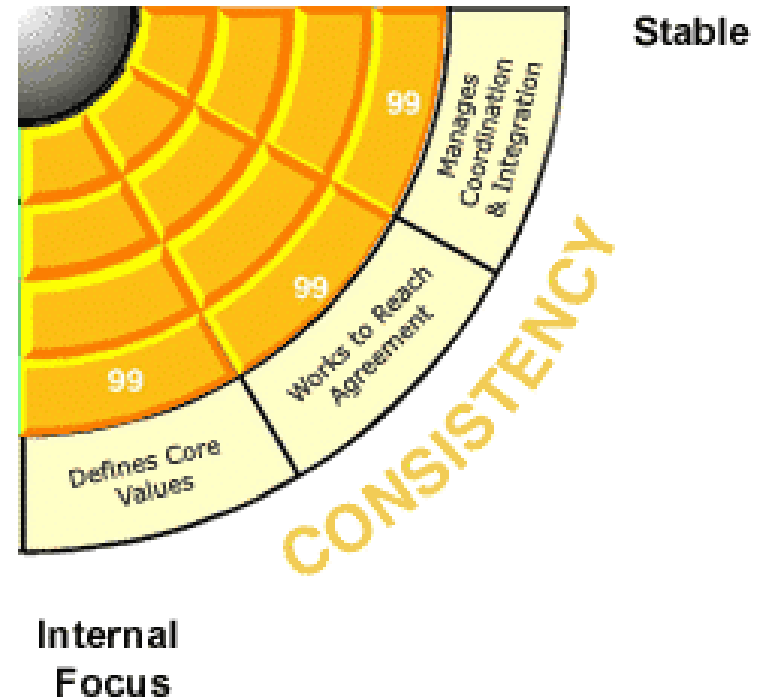
Consistency as a Key Cultural Trait

Consistency

Systems...Structures...Processes

Defining the values and systems that are the basis of a strong culture.

“Can we execute and create leverage?”



CONNECT:

The Knowledge Network



Involvement as a Key Cultural Trait

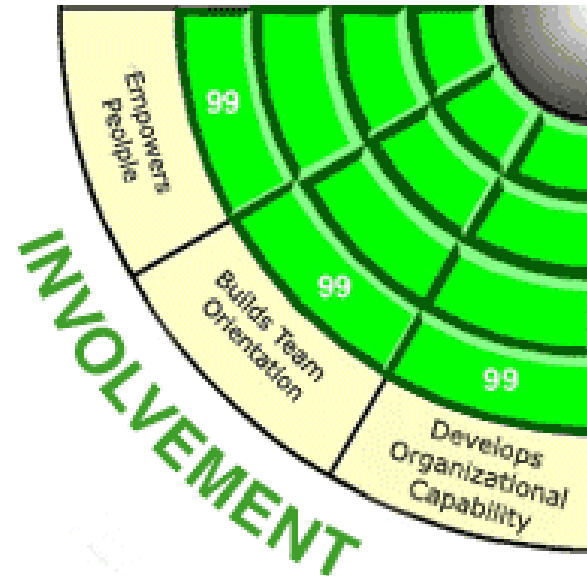
Involvement

*Commitment...Ownership
...Responsibility*

Building human capability,
ownership, and
responsibility.

*“Are our people aligned and
engaged?”*

Flexible



Internal
Focus

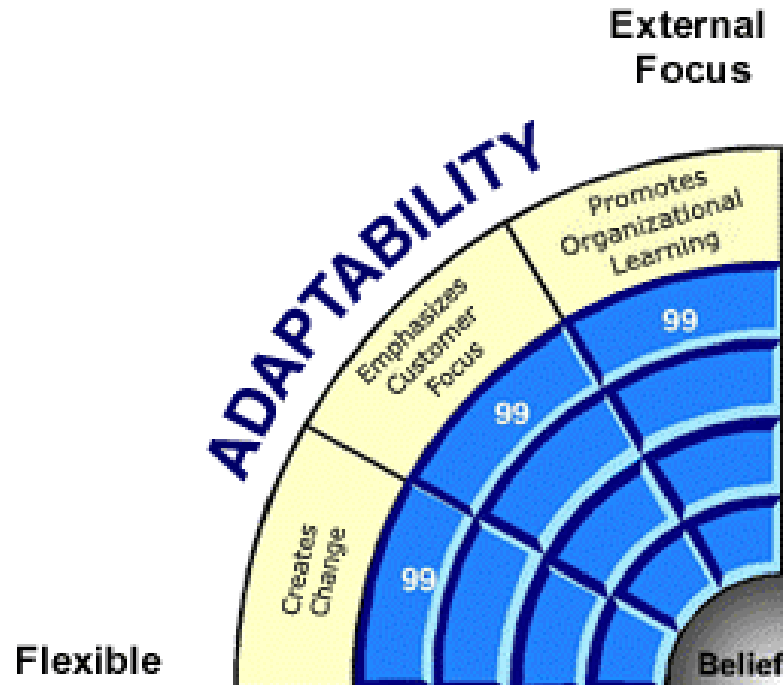
Adaptability as a Key Cultural Trait

Adaptability

Patterns...Trends...Marketplace

Translating the demands of the business environment into action.

“Are we listening to the marketplace?”



CONNECT:

The Knowledge Network



What's the Purpose of Survey Feedback?

- The purpose of feedback is to help improve DoIT's effectiveness and performance.
- Feedback helps us get a better picture of our organization's strengths & challenges and how these are evolving over time.
- Feedback helps us to understand how we are viewed by others.
- Feedback is an important step in creating an action plan for DoIT's continuing development.

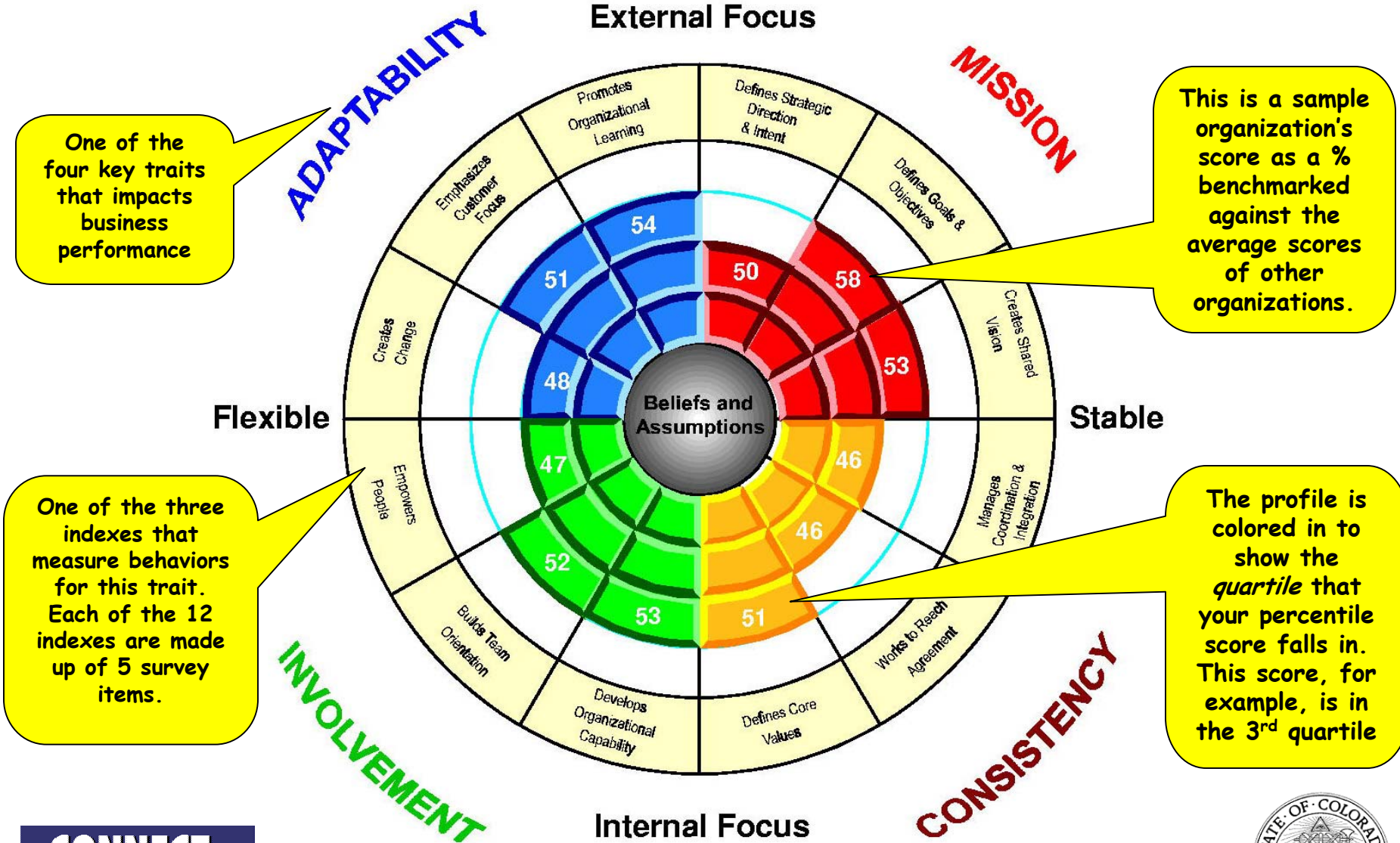
How NOT to Use This Feedback

- The DETECTIVE – who are the *#&%’s that said that about our company?
- The ANALYST – What about the validity and reliability of these measures?
- Too BUSY – No time for this – more important things to do!!

Favorite Excuses:

- Our employees don’t really know the company that well;
- Recent changes (mergers, acquisitions, restructuring, policy/regulatory changes, etc.) make us act this way; we’re not really like that;
- The data about our strengths are accurate, but not the data about our weaknesses;
- We used to be this way, but we’ve changed very recently.

Understanding Results



Reading the Chart

- **Strengths -- more color**
- **Challenges -- less color**
- **Flexibility -- more color on the left, in involvement and adaptability**
- **Stable -- more color on the right, in mission and consistency**
- **Internal focus -- more color on the bottom, in involvement and consistency**
- **External focus -- more color on the top, in adaptability and mission**

SAMPLE

This is one of the 12 *indexes* in the model

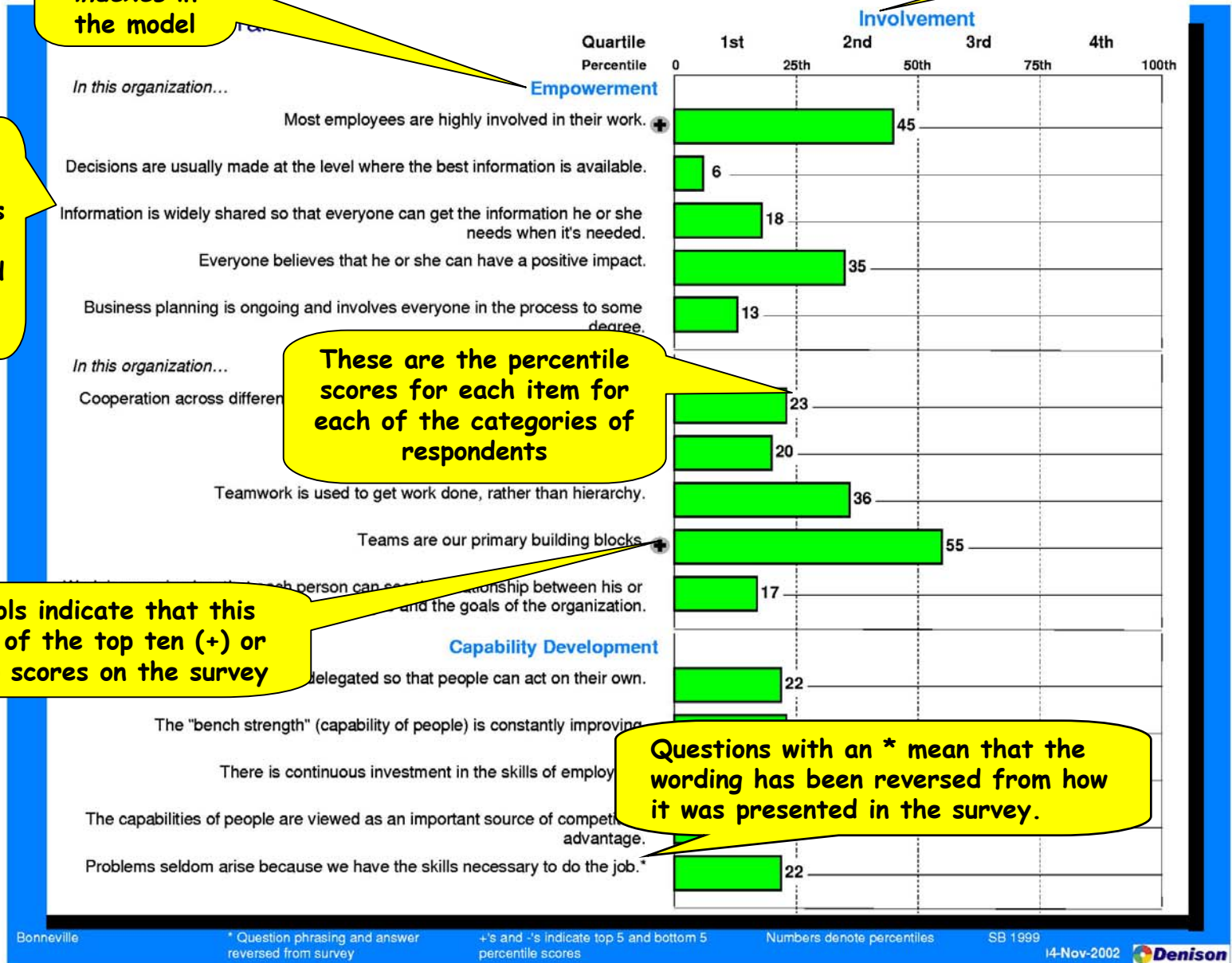
This is one of the four traits in the model

These
are the
questions
as they
appeared
in the
survey

These are the percentile scores for each item for each of the categories of respondents

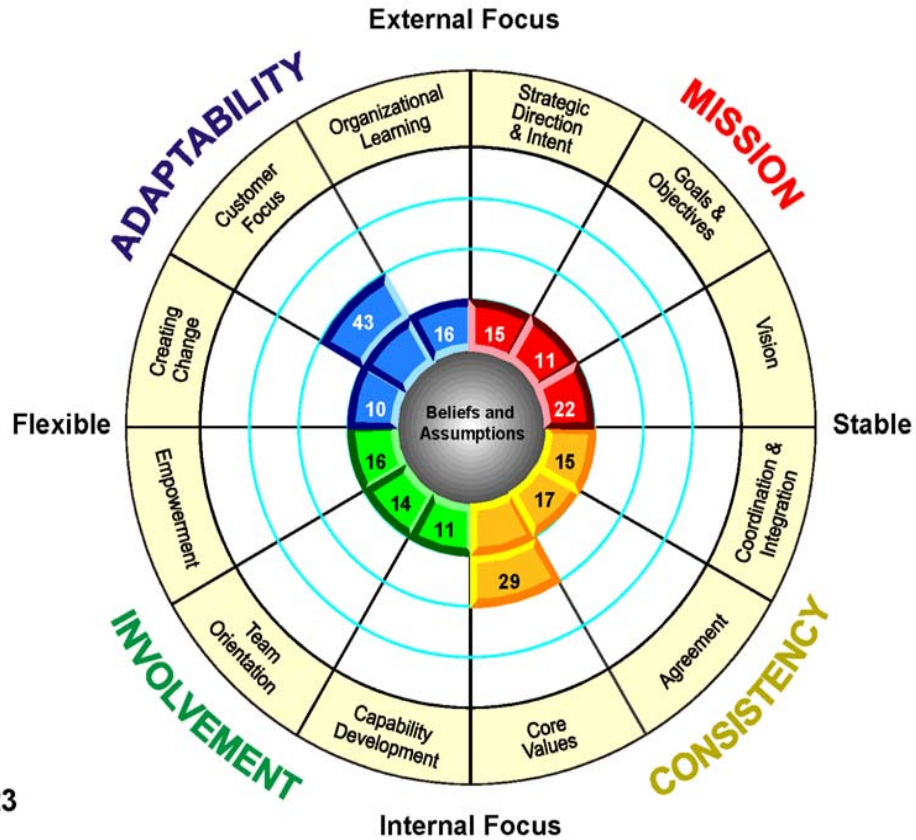
The +/-symbols indicate that this items was one of the top ten (+) or bottom ten (-) scores on the survey

Questions with an * mean that the wording has been reversed from how it was presented in the survey.



2005

DOIT Overall



N=123

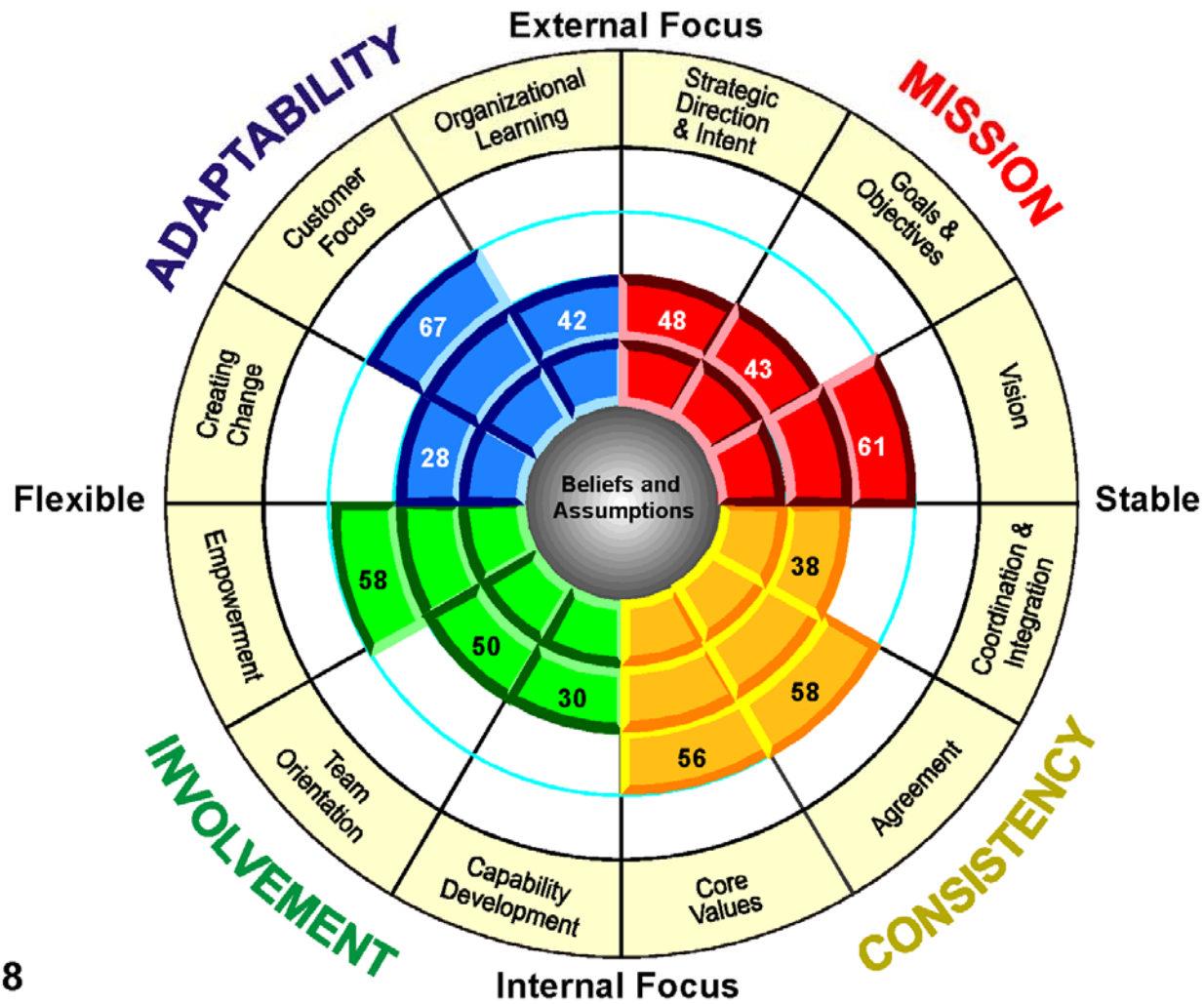
DOIT

Numbers denote percentiles

SB 2004

24-Aug-05

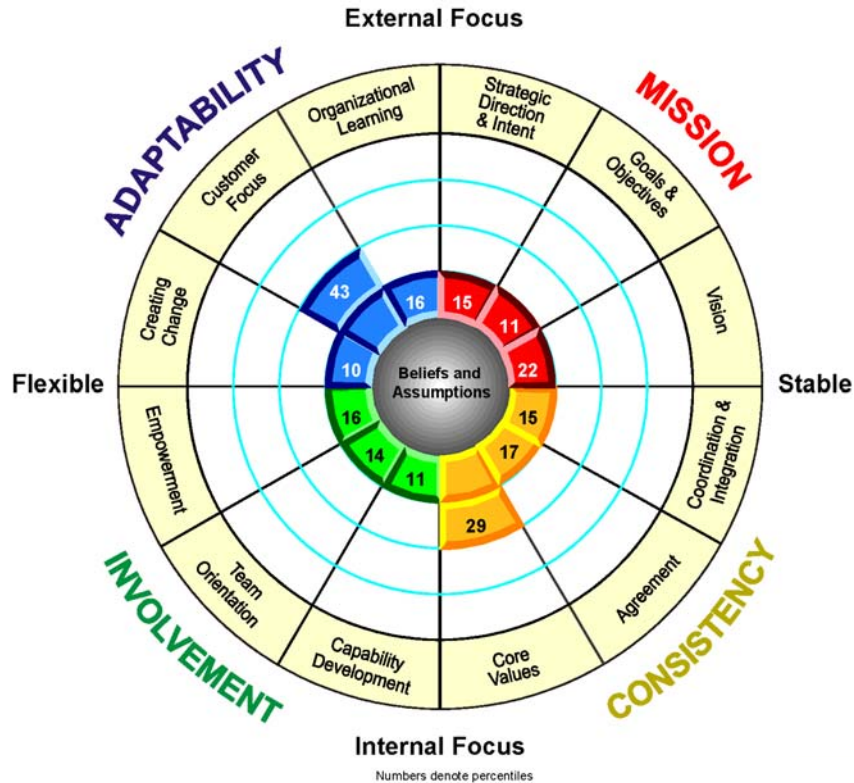
denison



N=118

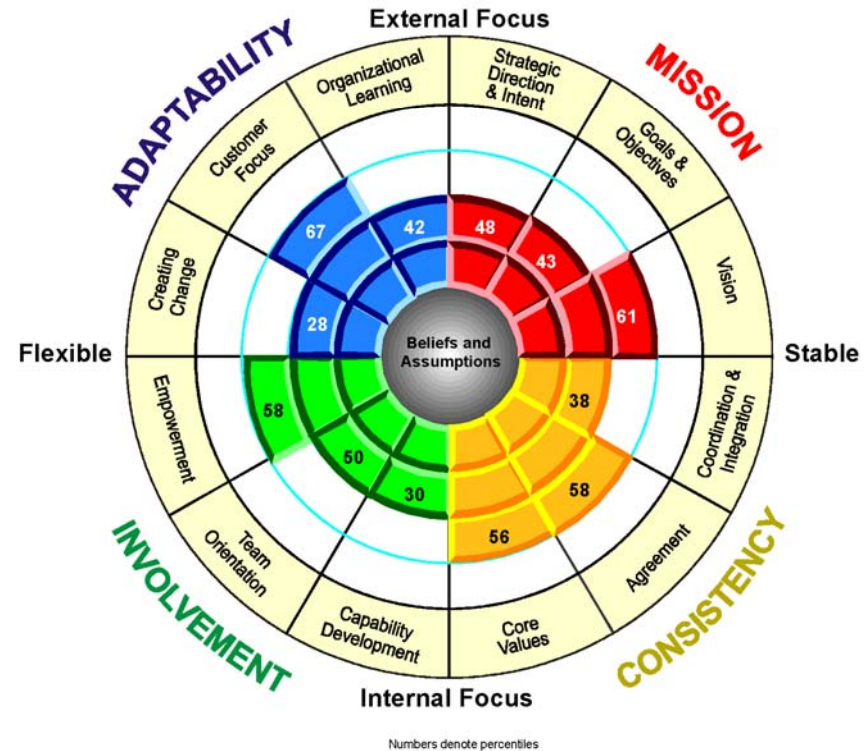
2005 Overall v. 2006 Overall

2005 Overall



N = 123

2006 Overall



N = 118

CONNECT:

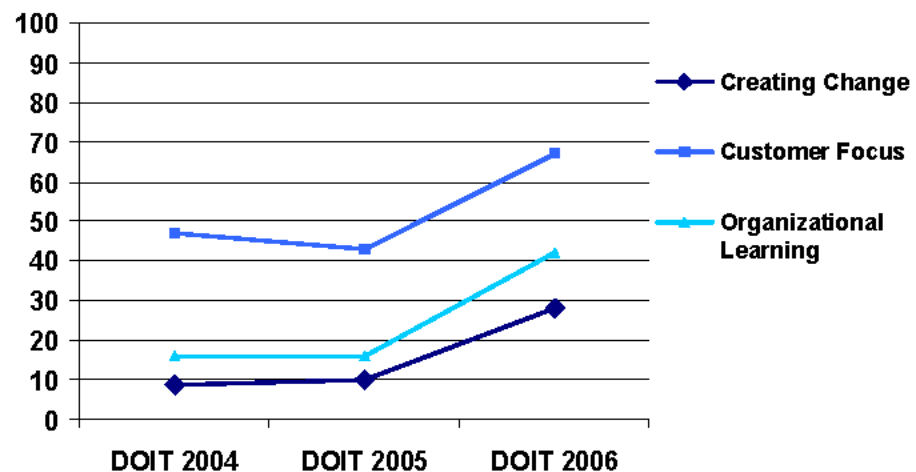
The Knowledge Network



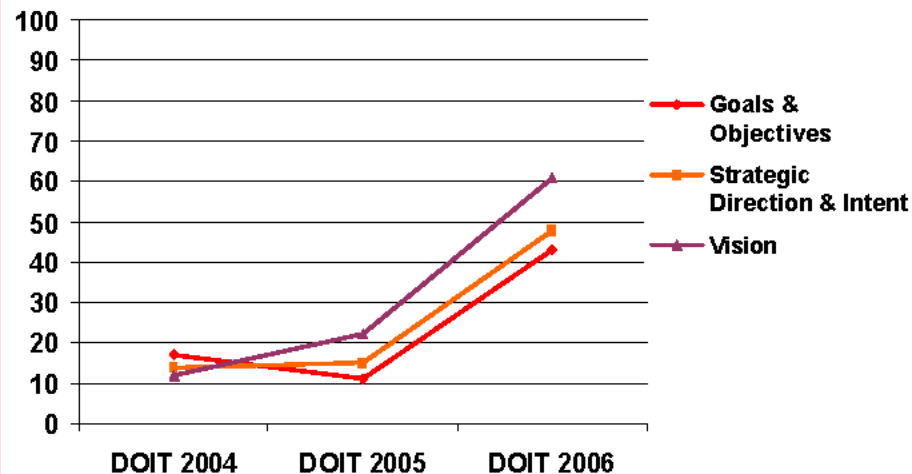


DoIT 2004 vs 2005 vs 2006

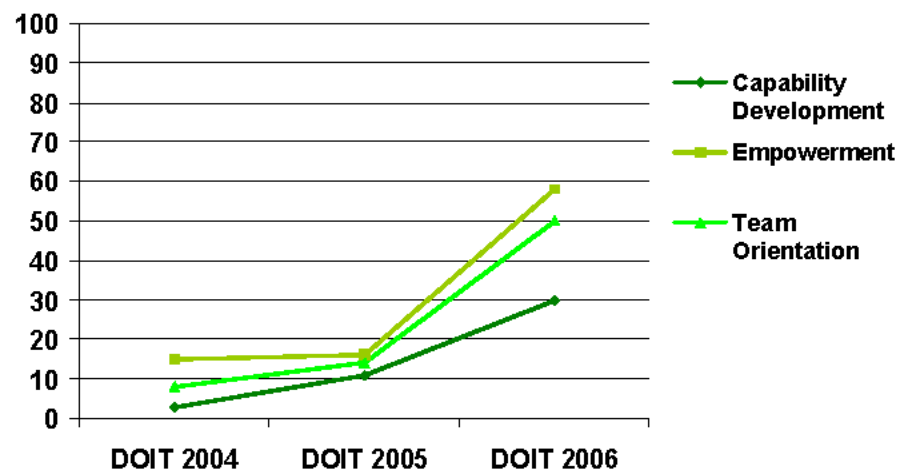
Adaptability



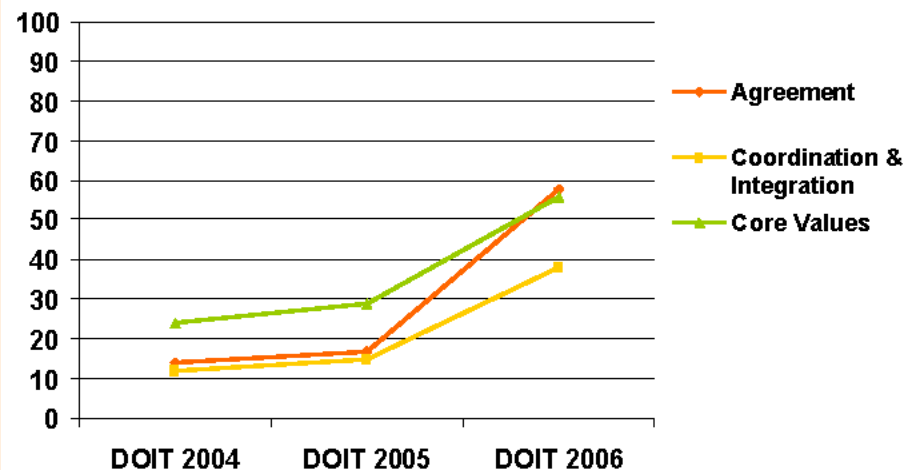
Mission



Involvement



Consistency



DoIT 2006 Overall

Mission

Strategic Direction & Intent

In my work group...

There is a long-term purpose and direction.

Our strategy leads other agencies to emulate our practices.

There is a clear mission that gives meaning and direction to our work.

There is a clear strategy for the future.

Our strategic direction is unclear to me.*

In my work group...

Goals & Objectives

There is widespread agreement about goals.

Leaders set goals that are ambitious, but realistic.

The leadership has "gone on record" about the objectives we are trying to meet.

We continuously track our progress against our stated goals.

People understand what needs to be done for us to succeed in the long run.

In my work group...

Vision

We have a shared vision of what DoIT will be like in the future.

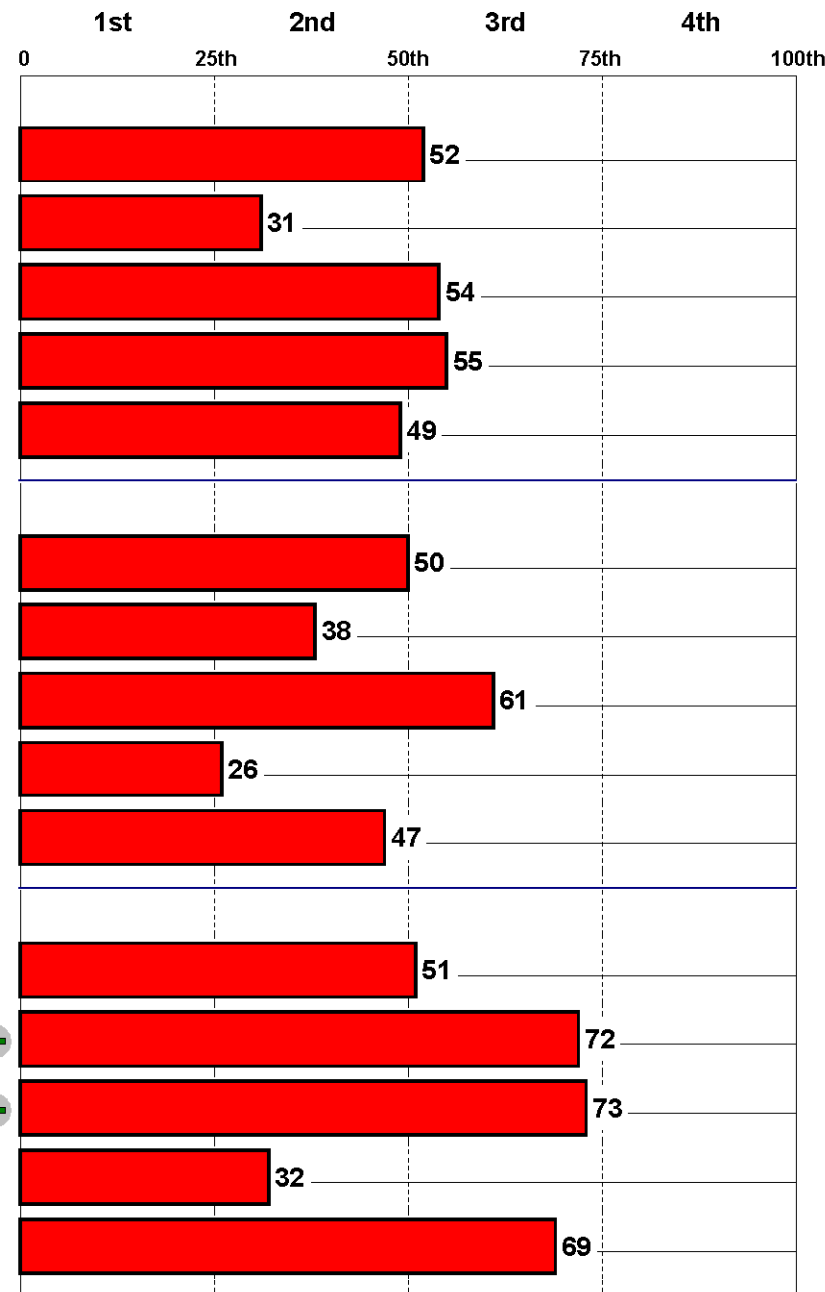
Leaders have a long-term viewpoint.

Short-term thinking often compromises our long-term vision.*

Our vision creates excitement and motivation for our employees.

We are able to meet short-term demands without compromising our long-term vision.

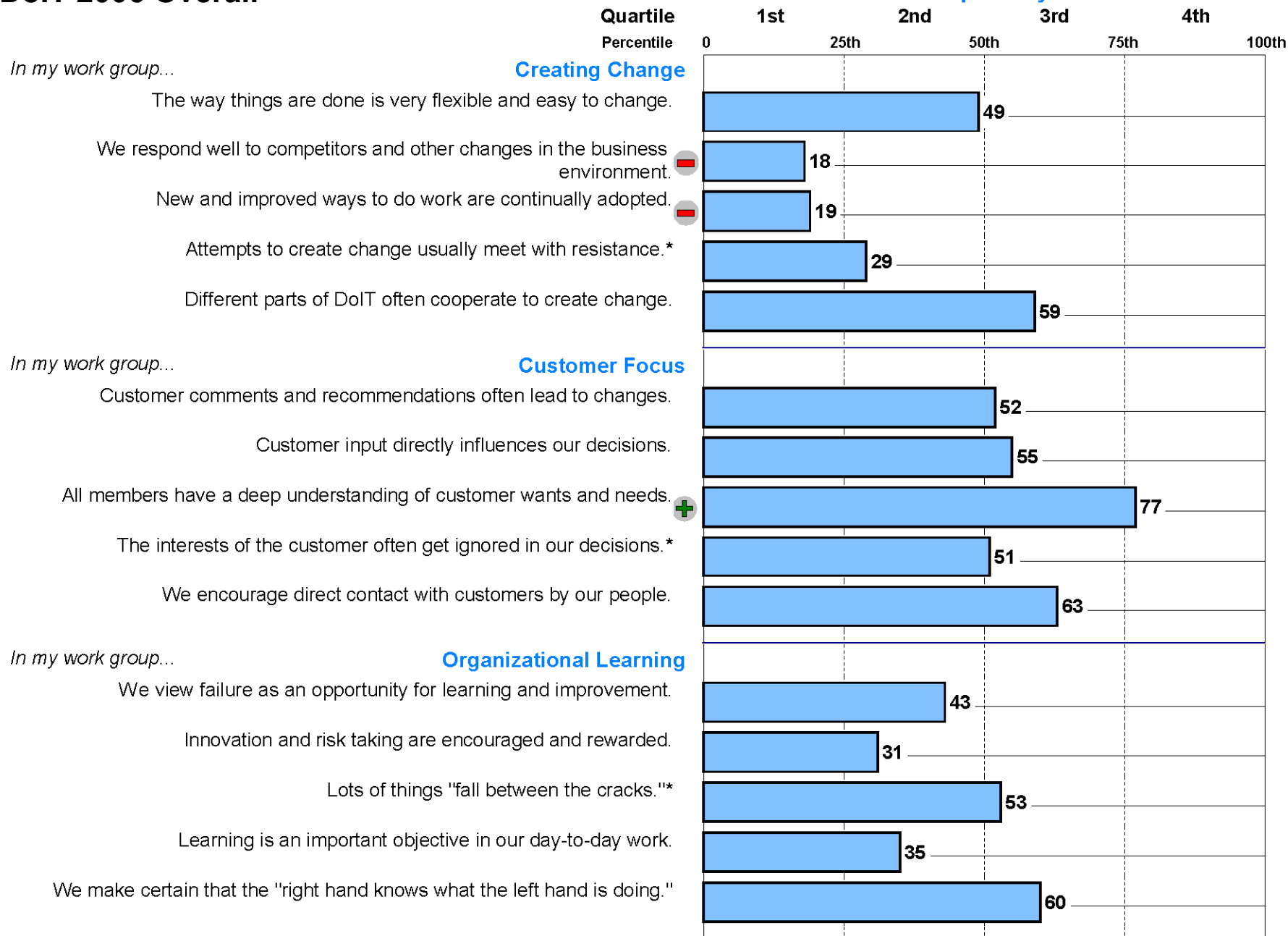
Quartile
Percentile



*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

DoIT 2006 Overall

Adaptability



*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

SB 2004

10-Oct-06



Page 3

DoIT 2006 Overall

Quartile
Percentile

1st

2nd

3rd

4th

0

25th

50th

75th

100th

Consistency

Core Values

In my work group...

The leaders and managers "practice what they preach."

45

There is a characteristic management style and a distinct set of management practices. +

79

There is a clear and consistent set of values that governs the way we do business.

50

Ignoring core values will get you in trouble.

38

There is an ethical code that guides our behavior and tells us right from wrong.

55

In my work group...

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.

31

There is a "strong" culture.

52

It is easy to reach consensus, even on difficult issues. +

72

We often have trouble reaching agreement on key issues.*

66

There is a clear agreement about the right way and the wrong way to do things.

56

In my work group...

Coordination & Integration

Our approach to doing business is very consistent and predictable.

59

People from different parts of DoIT share a common perspective.

33

It is easy to coordinate projects across different parts of DoIT.

59

Working with someone from another part of DoIT is like working with someone from a different organization.* -

11

There is good alignment of goals across levels.

44

DoIT 2006 Overall

Quartile
Percentile

1st

2nd

3rd

4th

0

25th

50th

75th

100th

In my work group...

Empowerment

Most employees are highly involved in their work.

Decisions are usually made at the level where the best information is available.

Information is widely shared so that everyone can get the information he or she needs when it's needed.

Everyone believes that he or she can have a positive impact.

Business planning is ongoing and involves everyone in the process to some degree.

In my work group...

Team Orientation

Cooperation across different parts of DoIT is actively encouraged.

People work like they are part of a team.

Teamwork is used to get work done, rather than hierarchy.

Teams are our primary building blocks.

Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

In my work group...

Capability Development

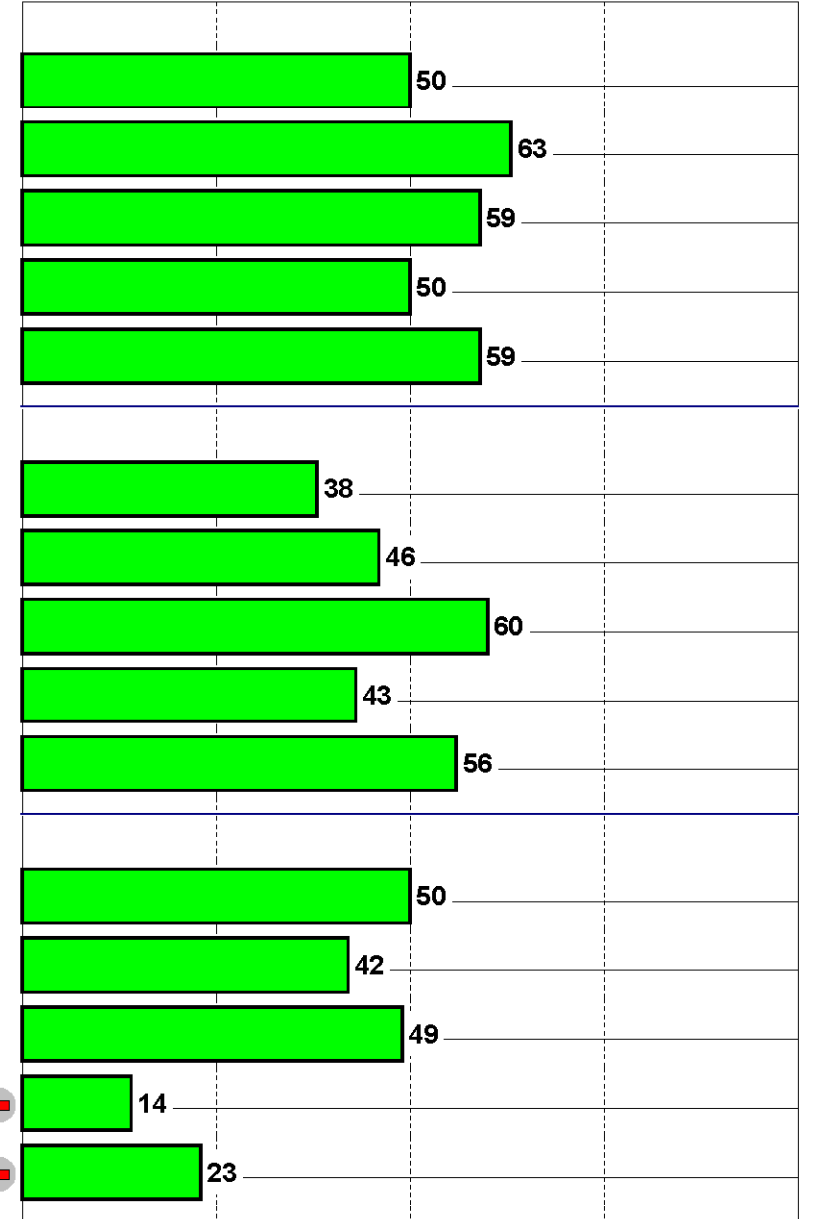
Authority is delegated so that people can act on their own.

The "bench strength" (capability of people) is constantly improving.

There is continuous investment in the skills of employees.

The capabilities of people are viewed as an important source of competitive advantage.

Problems often arise because we do not have the skills necessary to do the job.*



Highest Scores

79	There is a characteristic management style and a distinct set of management practices.
77	All members have a deep understanding of customer wants and needs.
73	Short-term thinking often compromises our long-term vision.*
72	It is easy to reach consensus, even on difficult issues.
72	Leaders have a long-term viewpoint.

Lowest Scores

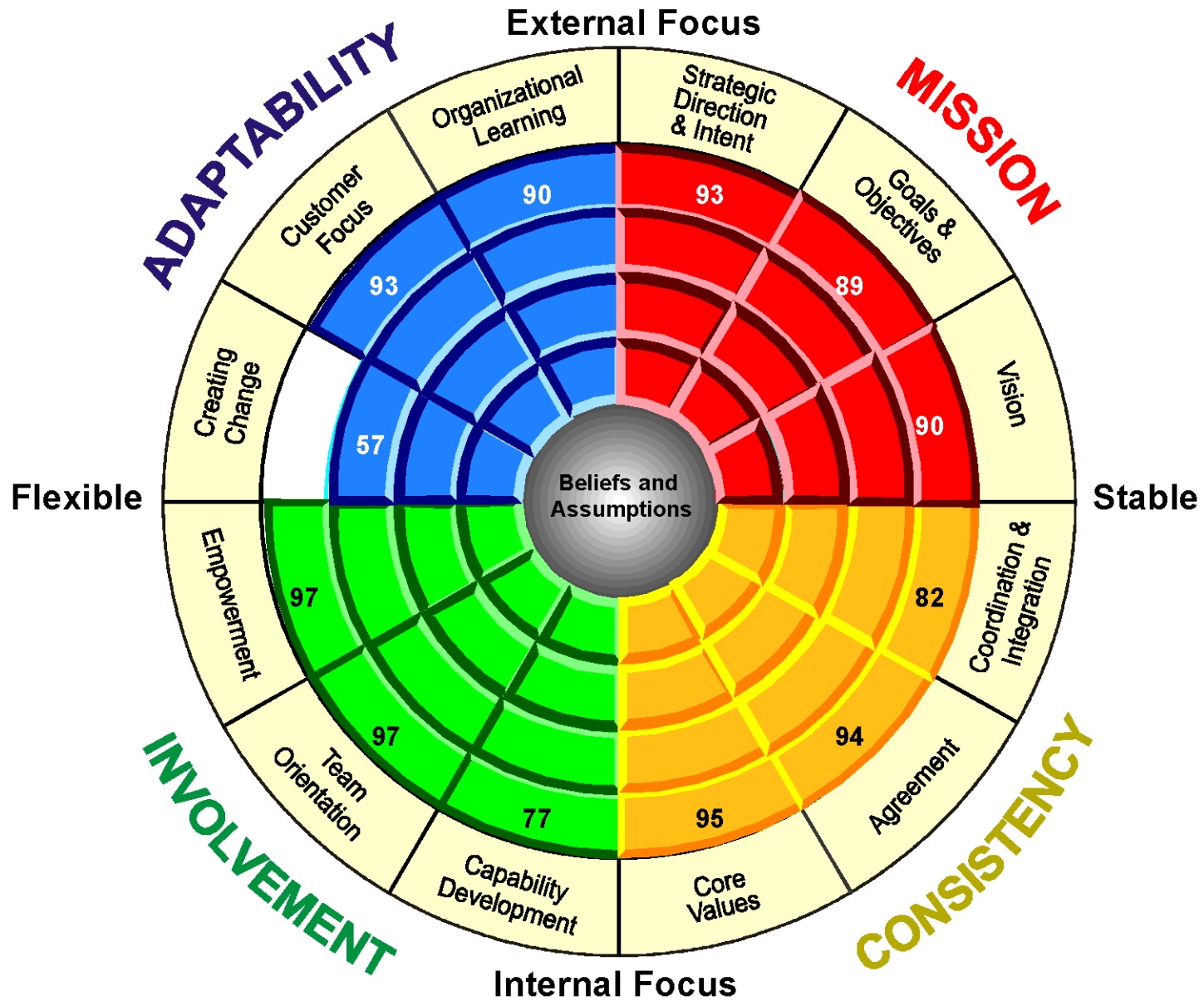
11	Working with someone from another part of DoIT is like working with someone from a different organization.*
14	The capabilities of people are viewed as an important source of competitive advantage.
18	We respond well to competitors and other changes in the business environment.
19	New and improved ways to do work are continually adopted.
23	Problems often arise because we do not have the skills necessary to do the job.*



Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R.
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<http://www.DenisonCulture.com>

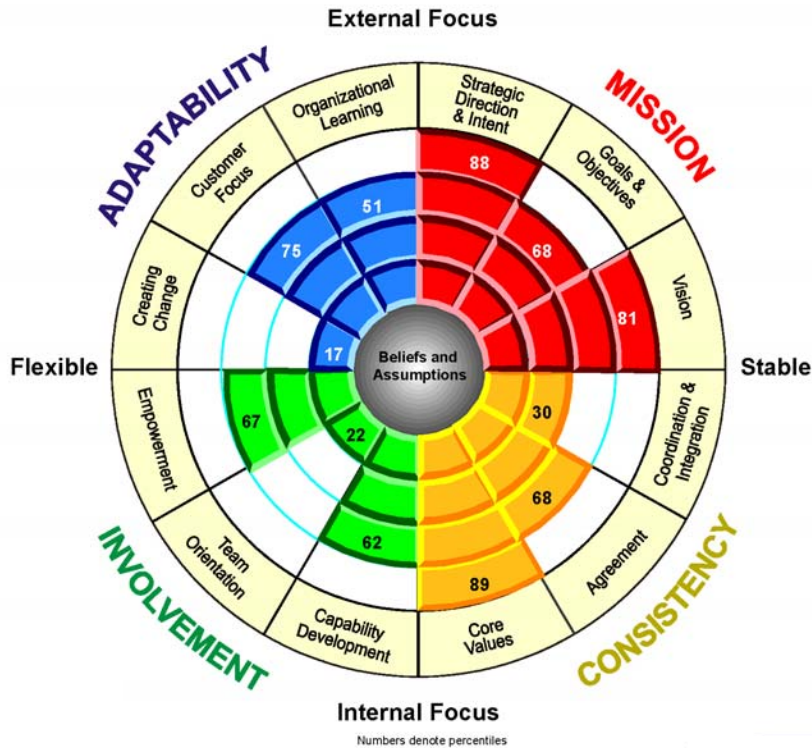
Organizational Role Comparisons



N=17

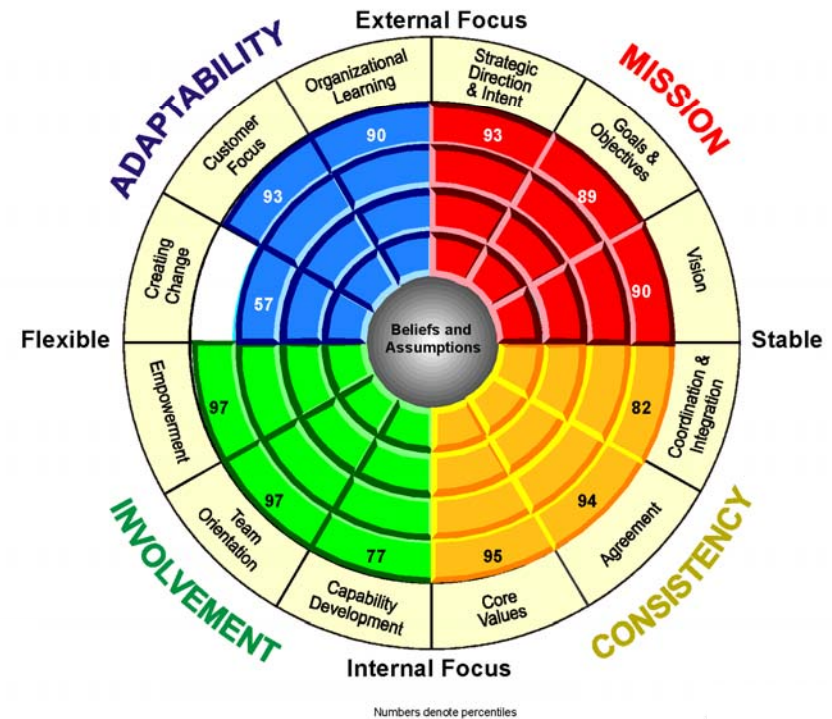
Manager Comparison Study

**Manager
2005**



N = 16

**Manager
2006**

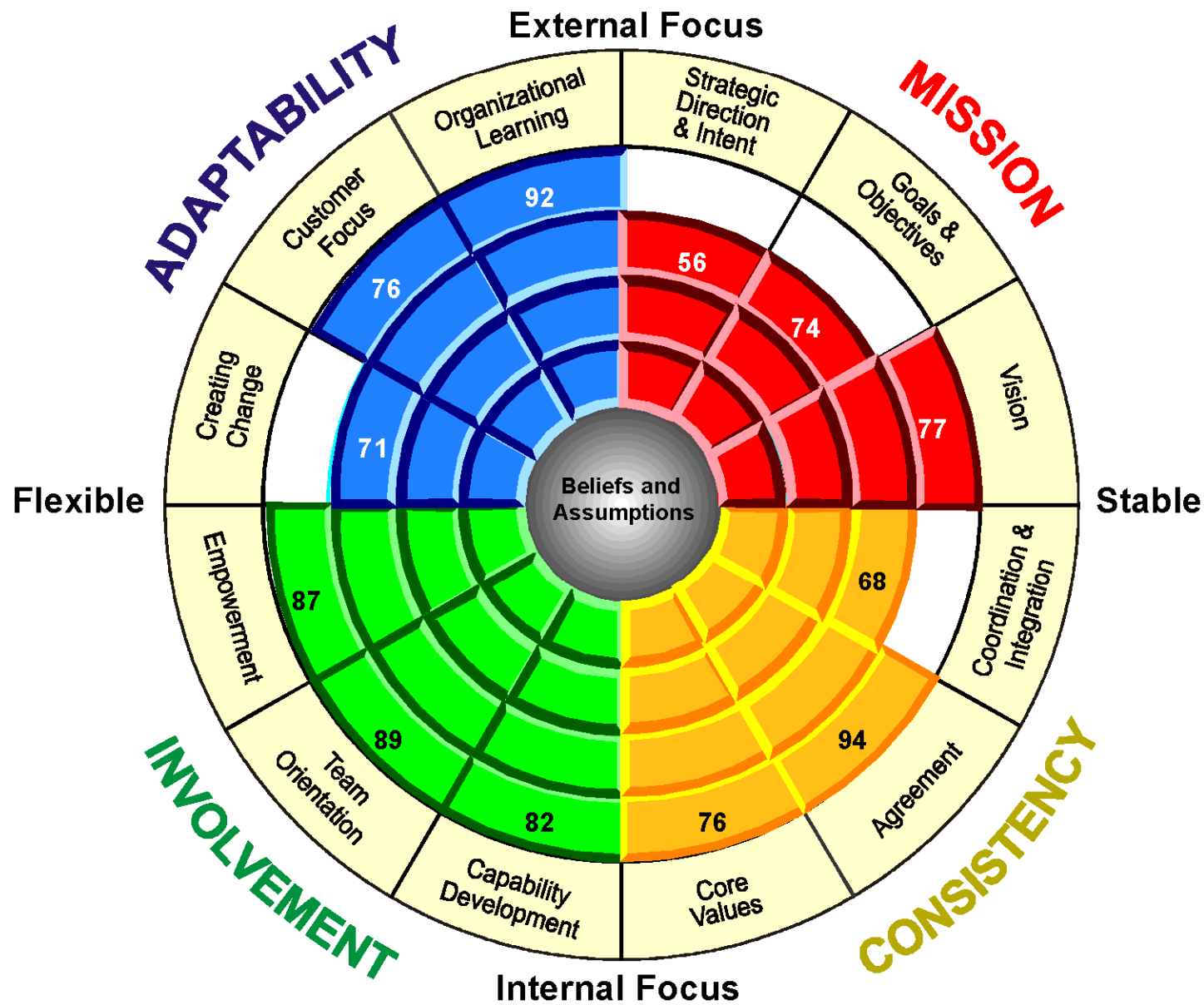


N = 17

CONNECT:

The Knowledge Network



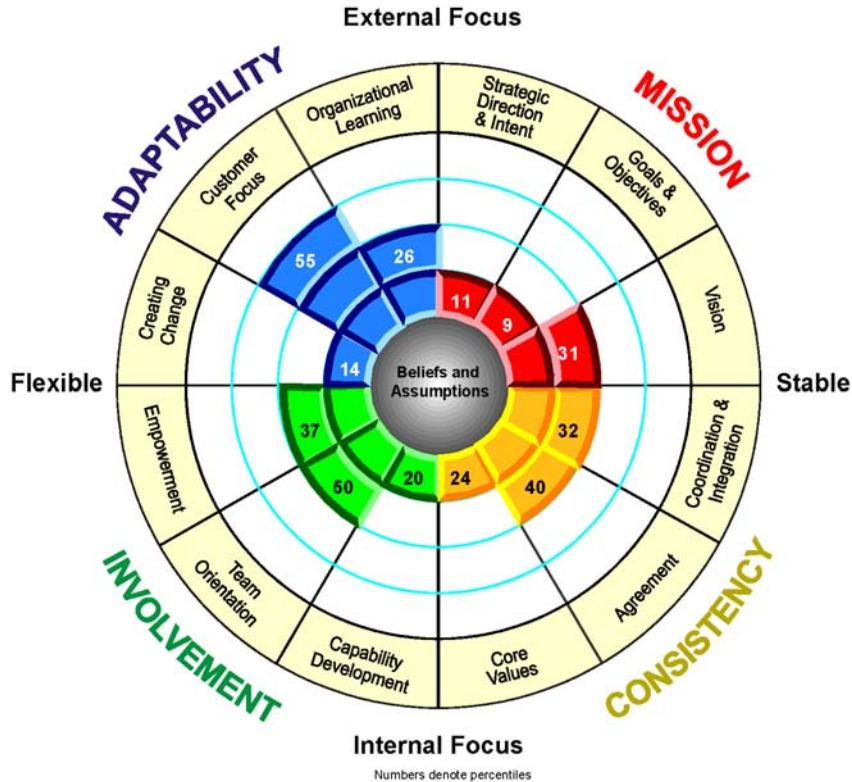


N=15

Numbers denote percentiles

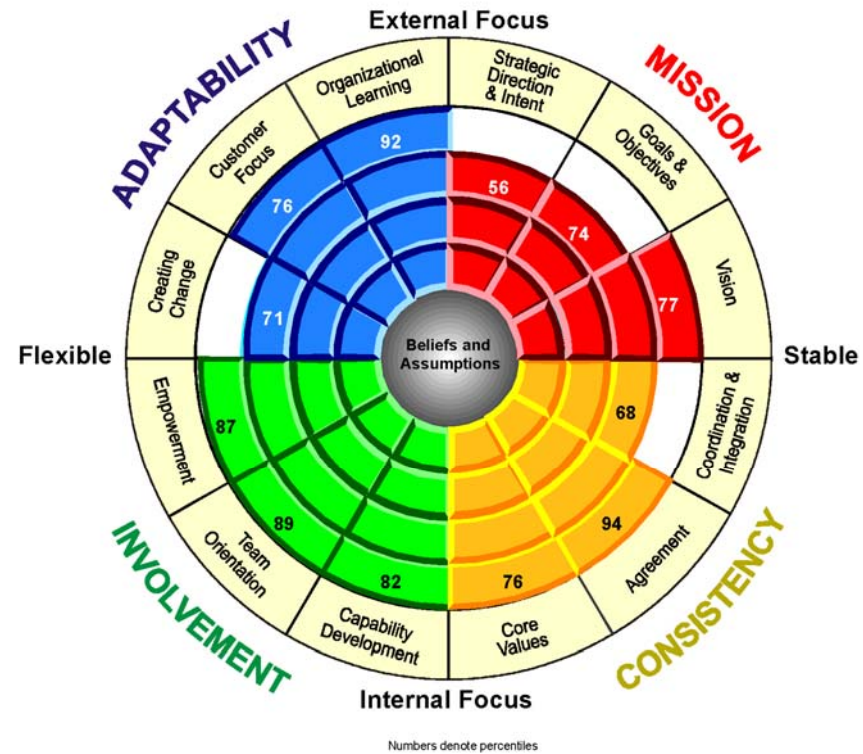
Supervisor Comparison Study

**Supervisor
2005**



N = 26

**Supervisor
2006**

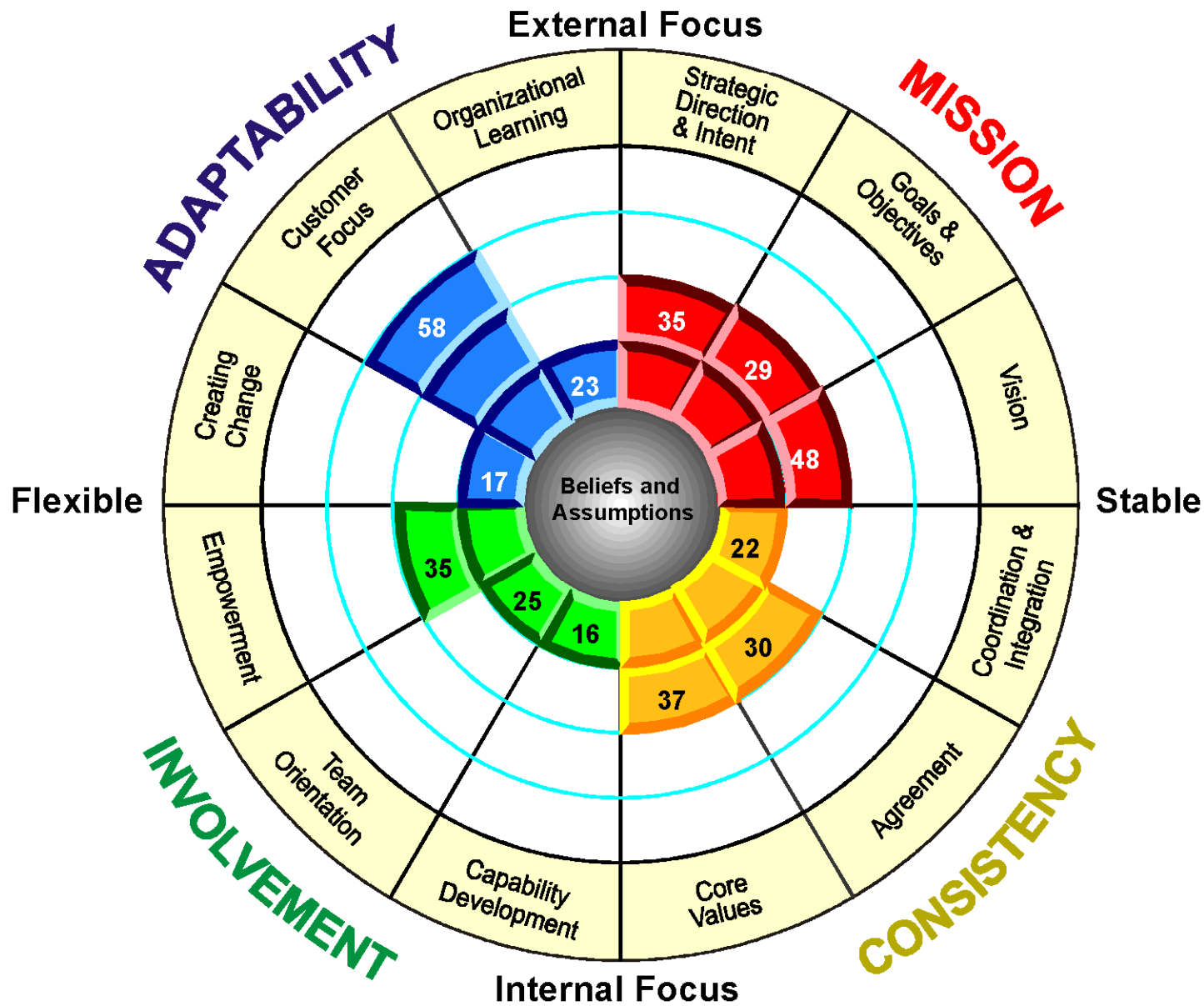


N = 15

CONNECT:

The Knowledge Network





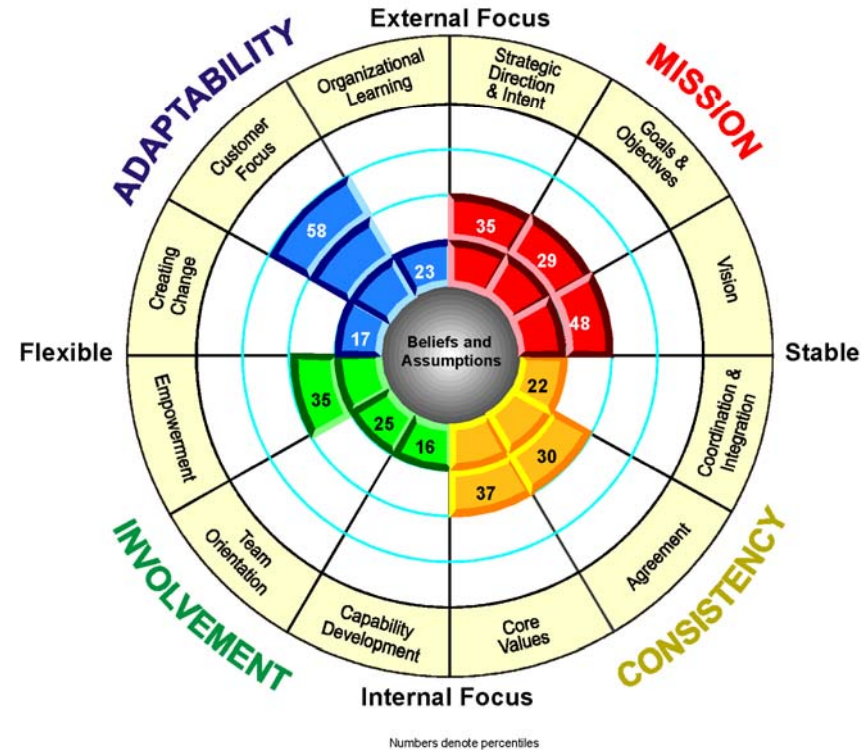
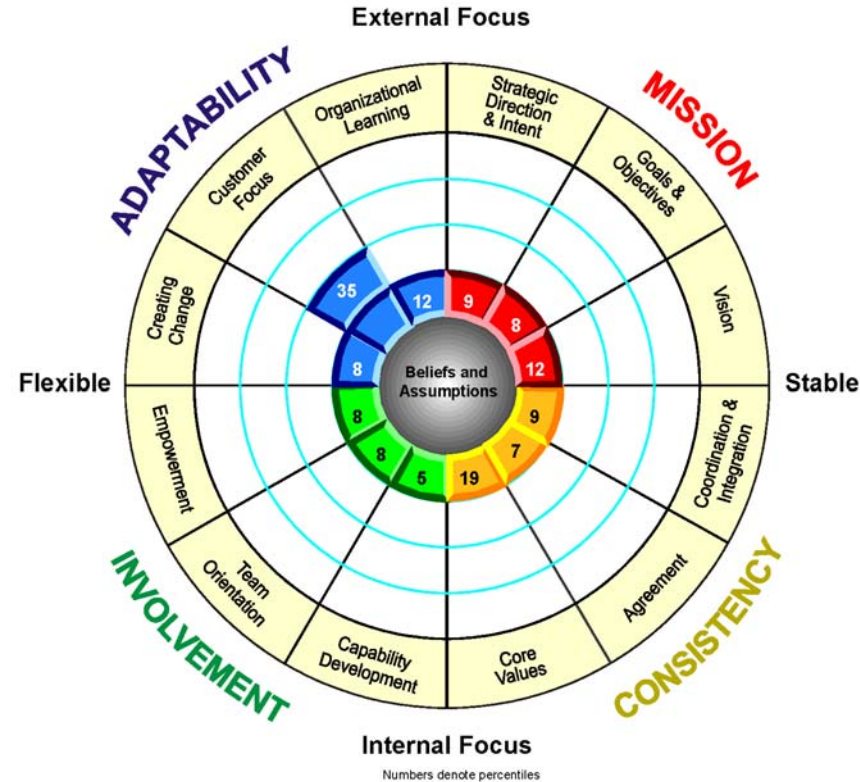
N=85

Numbers denote percentiles

Employee Comparison Study

**Employee
2005**

**Employee
2006**



N = 79

N = 85

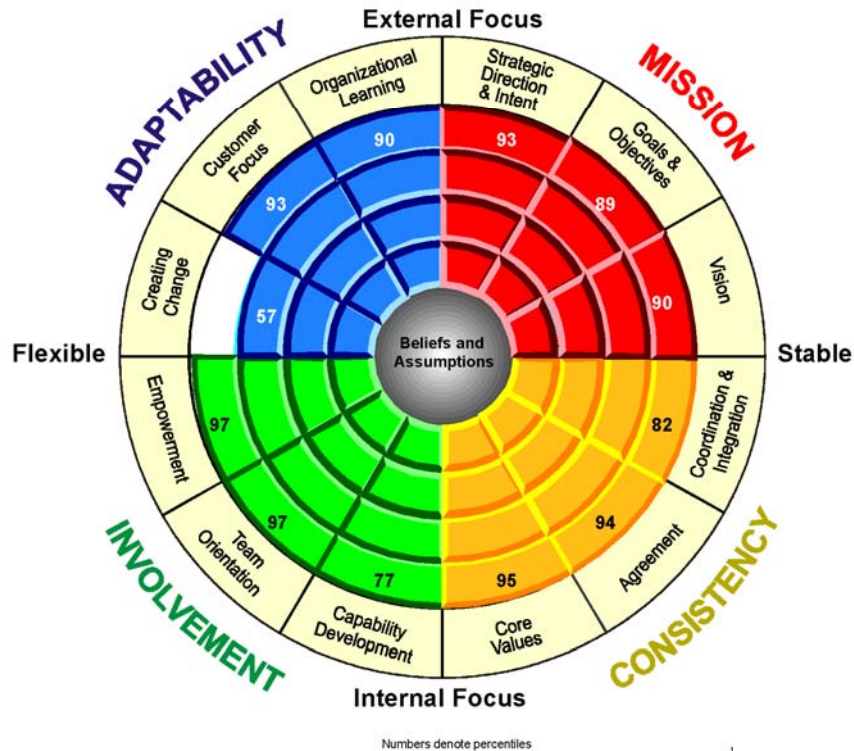
CONNECT:

The Knowledge Network



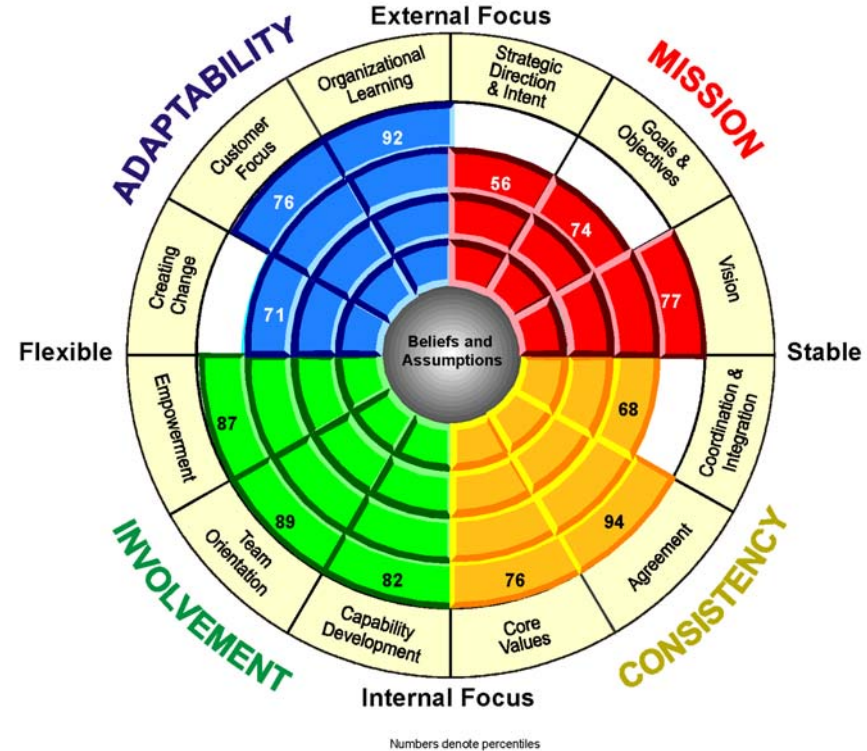
Managers v. Supervisors in 2006

Manager



N = 17

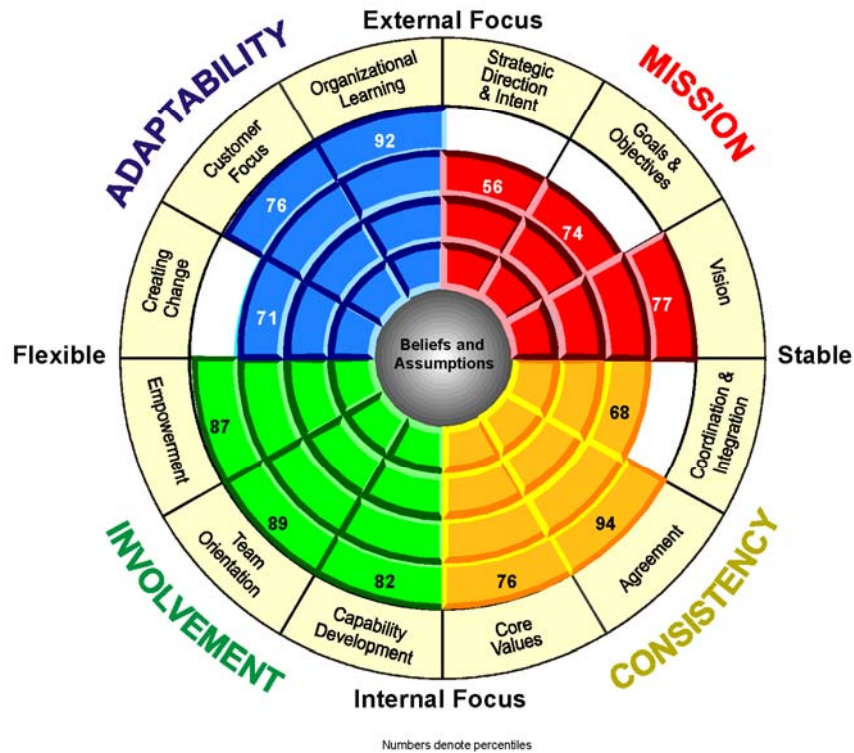
Supervisor



N = 15

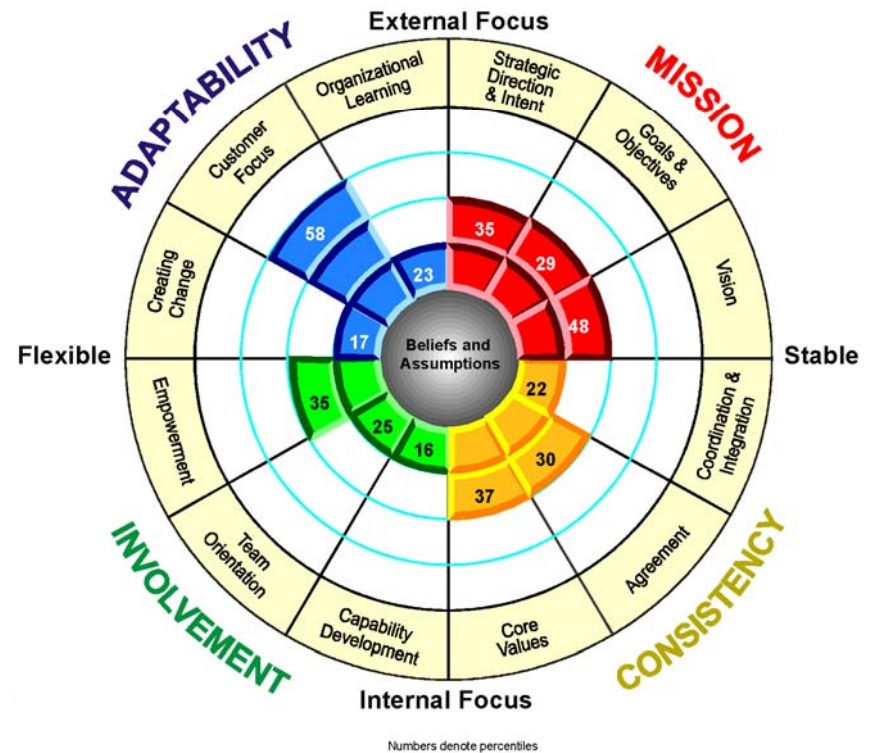
Supervisors v. Employees in 2006

Supervisor



N = 15

Employee



N = 85

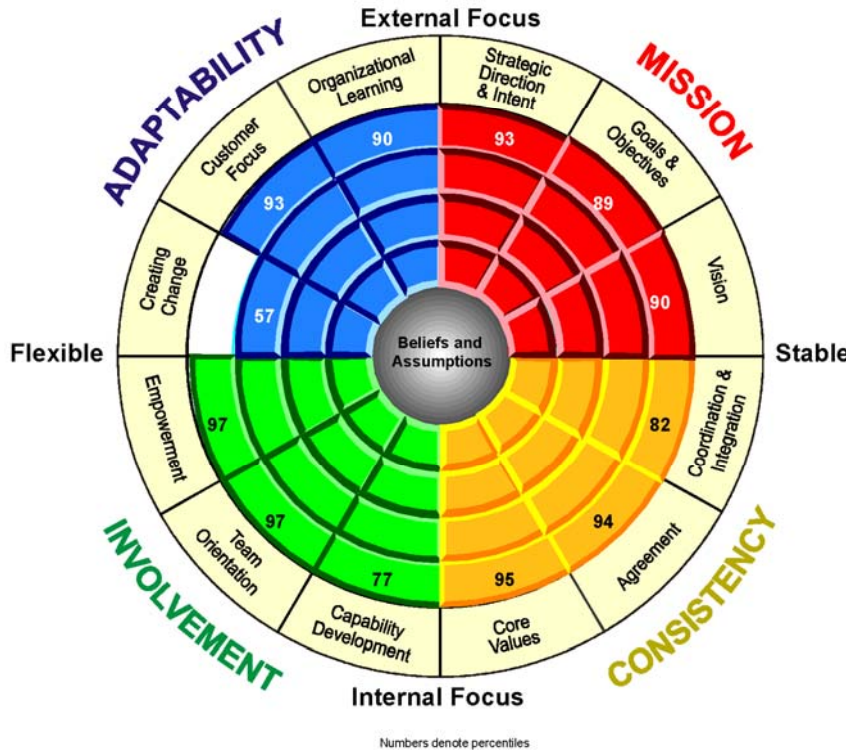
CONNECT:

The Knowledge Network



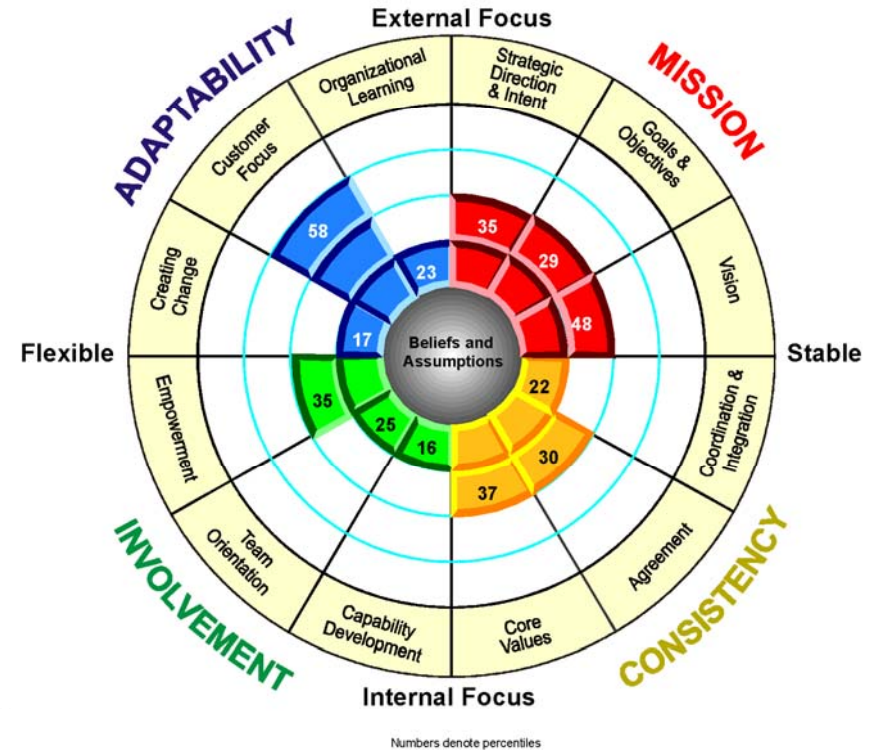
Managers and Employees in 2006

Manager



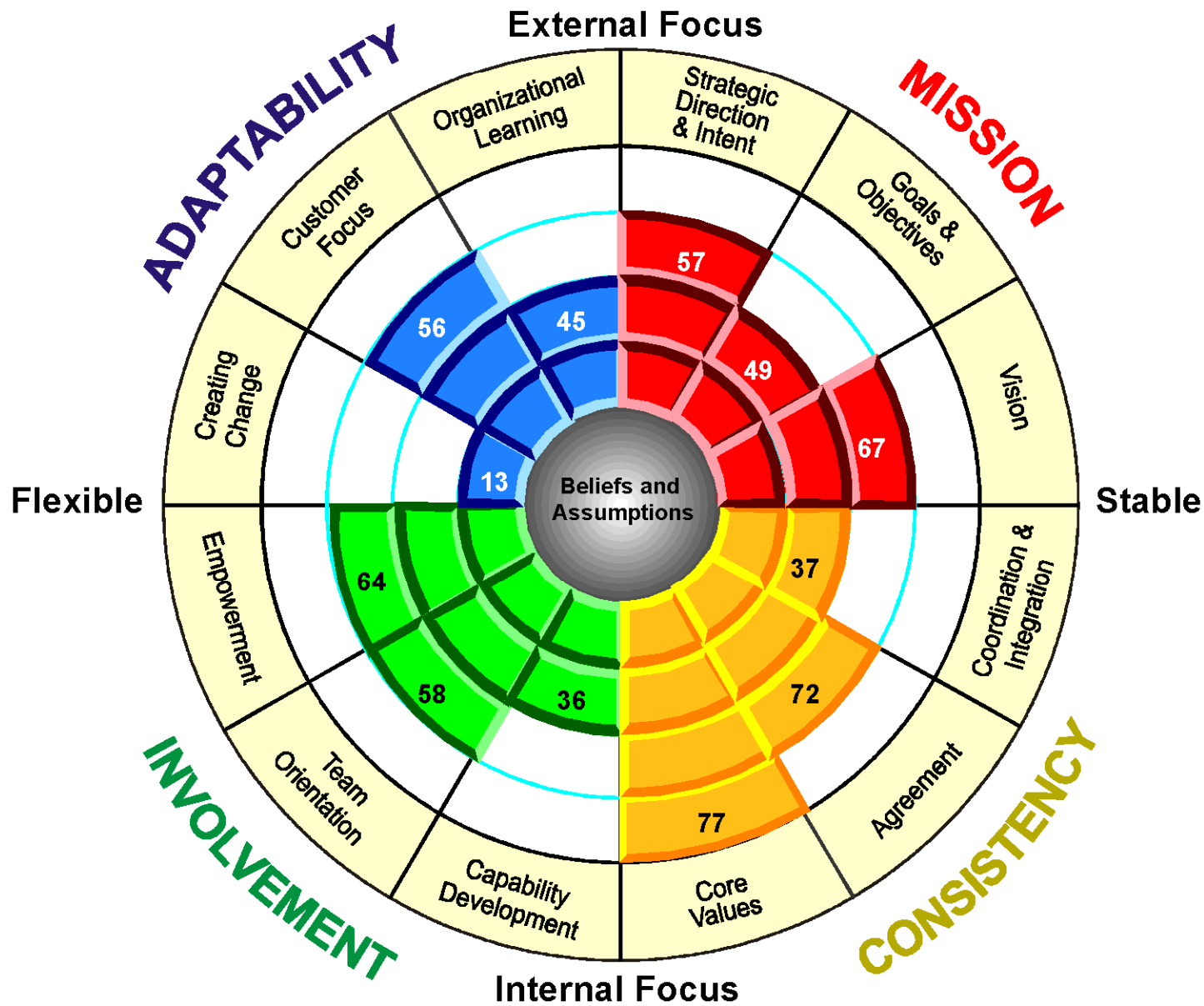
N = 17

Employee



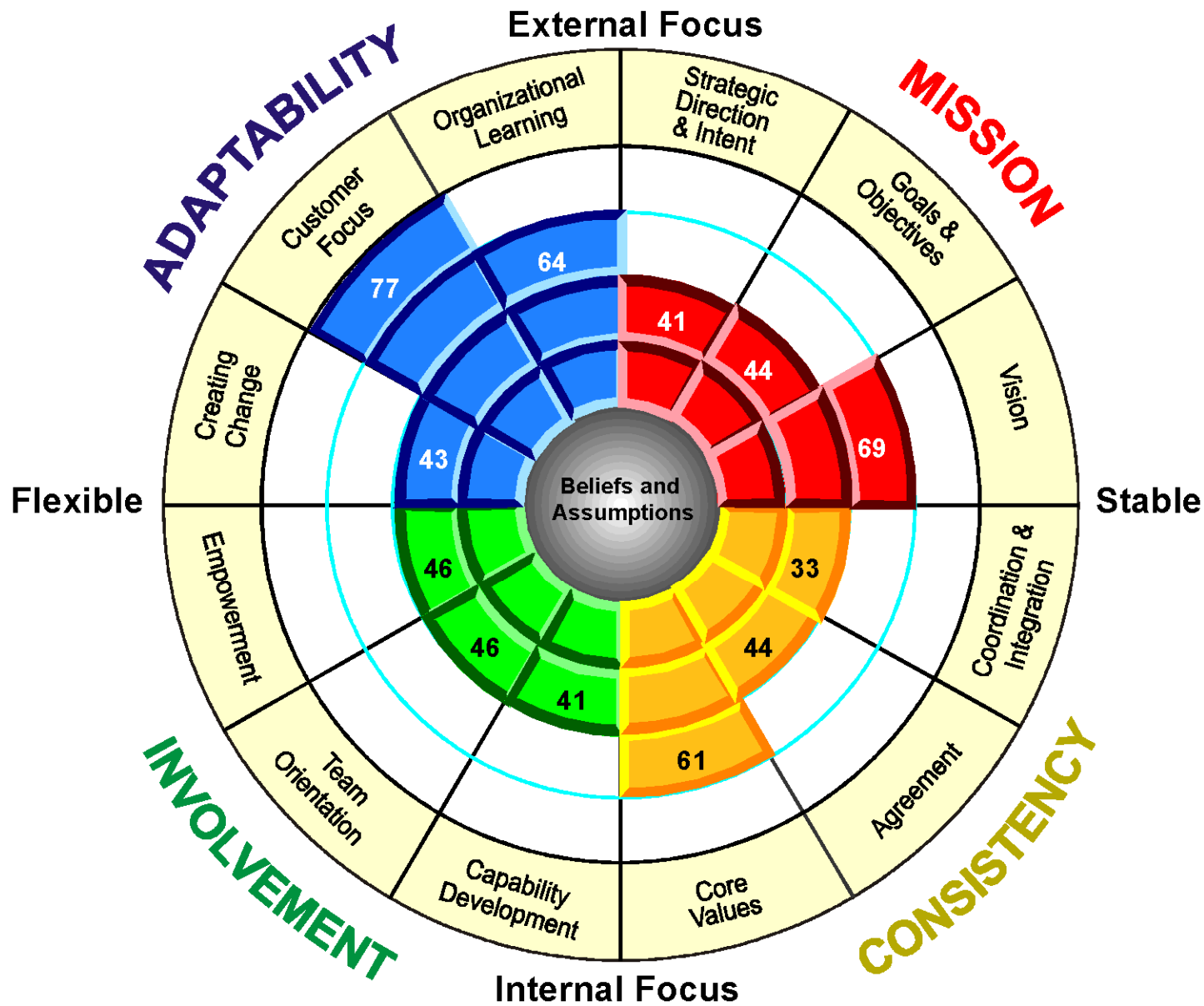
N = 85

Length of Service Comparisons



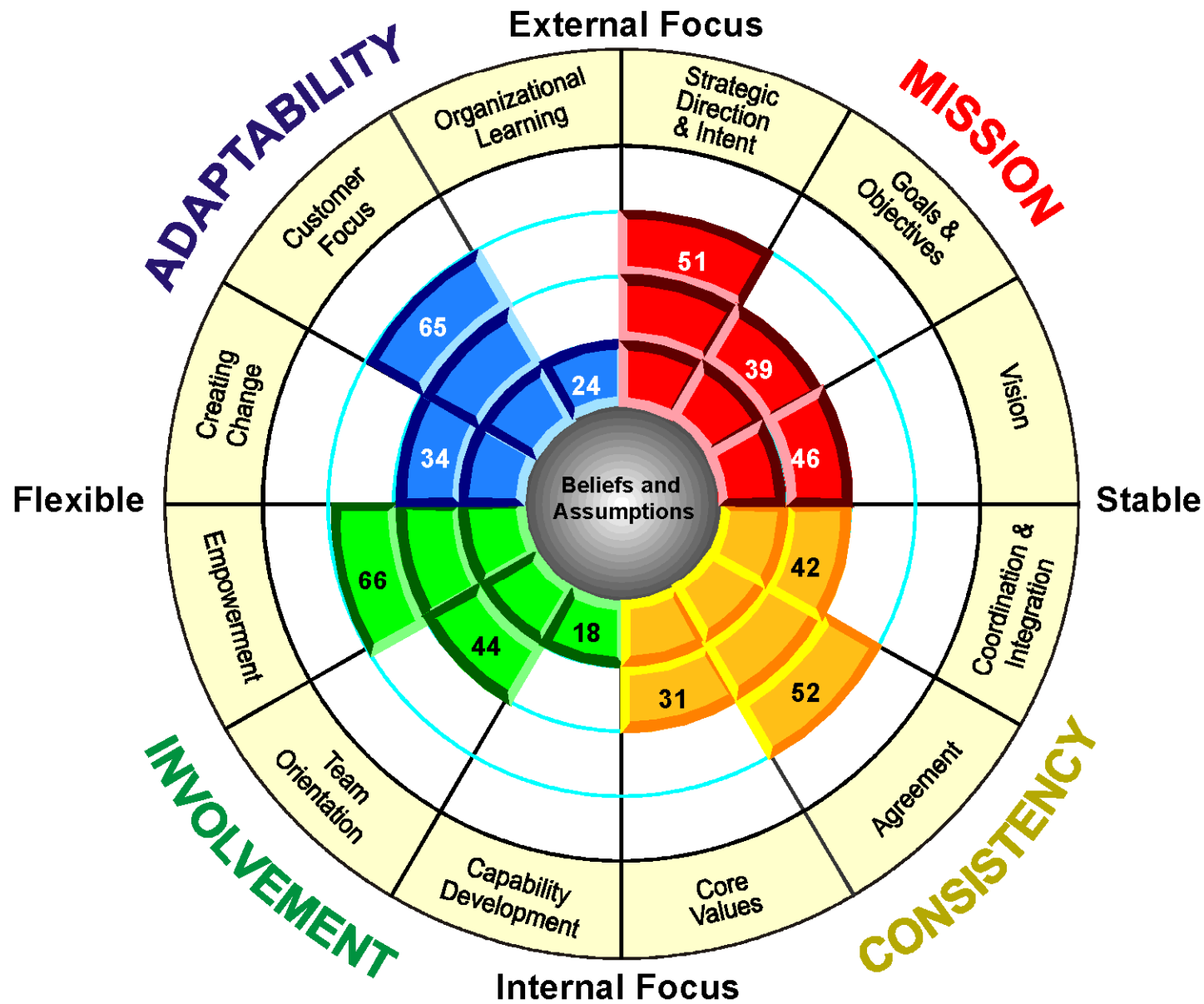
N=34

Numbers denote percentiles



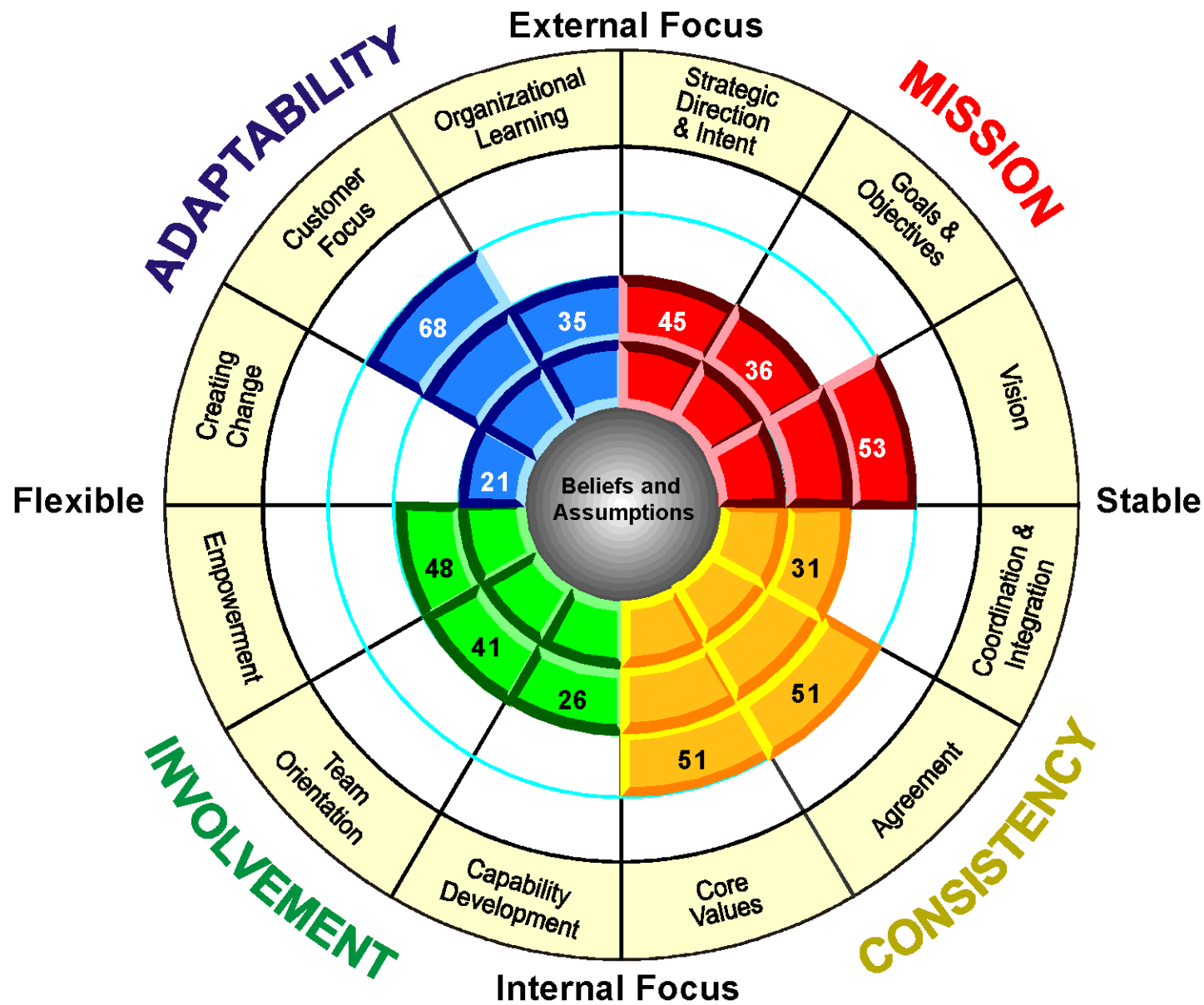
N=40

Numbers denote percentiles

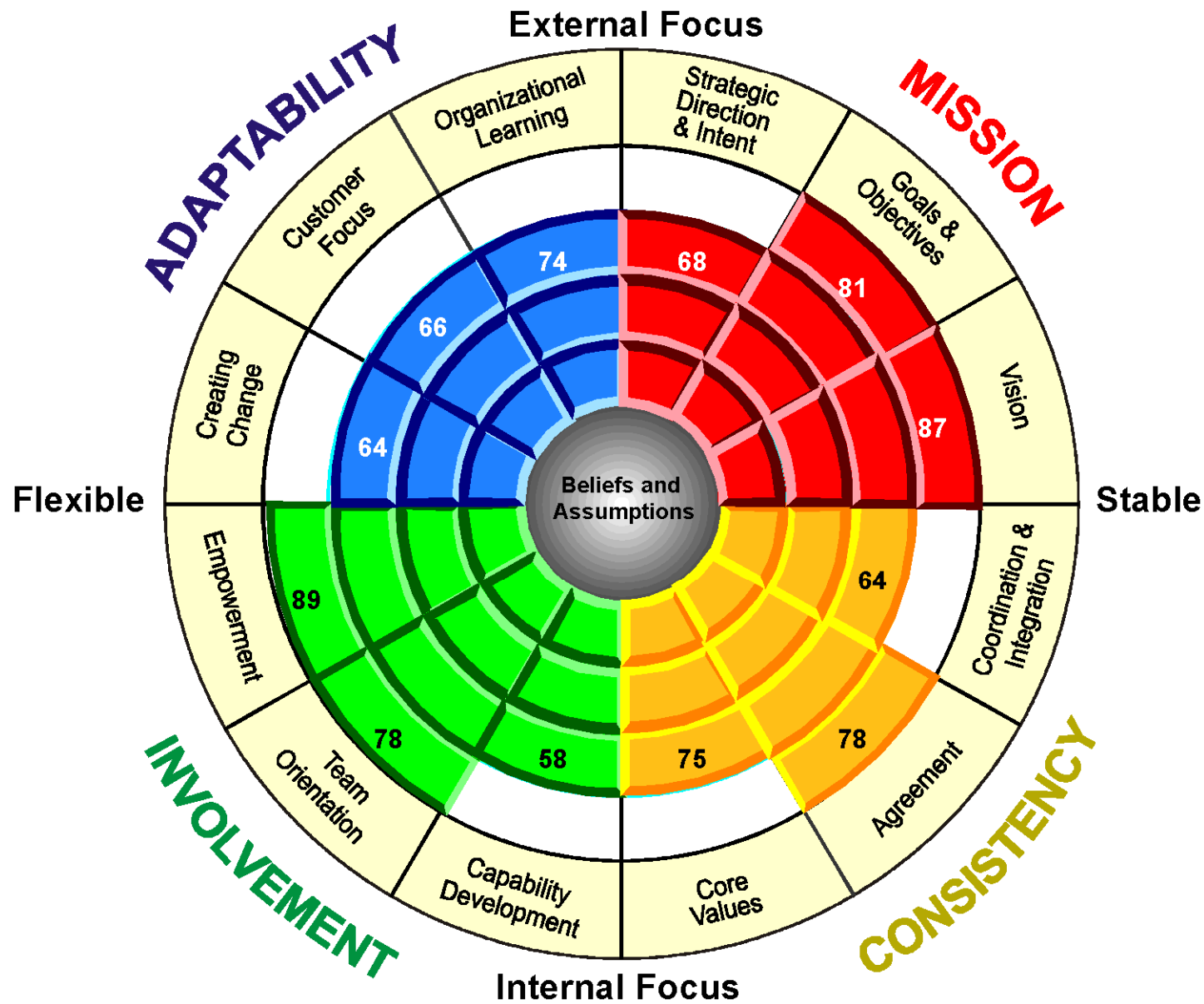


N=43

Numbers denote percentiles



N=96



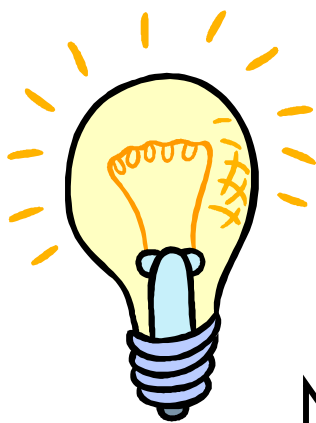
N=21

Unit Groups

- **Administration, Customer Relations, Disaster Recovery**
- **Archives**
- **Communications, DTR Maintenance, Microwave**
- **Computer Room**
- **DN/Server Support, OS Support, R&D**
- **Security**
- **Statewide Apps, Accounting/Finance, HR & Payroll**
- **Storage/Database, Service Management**
- **Telecommunications, Administration, Network, Order Entry & Billing, Voice and Video**

Analysis of results

- Break into groups (see next slide)
- Review results
- Elect a scribe to keep track of your responses to the next several slides
- Start the process outlined on the next screen



Interpretation Guidelines

Big Picture

Strengths & Challenges

What are main areas?

Strong = more color
Weak = less color

Are these clustered?

Flexible?
Stable?
Externally Focused?
Internally Focused?

Involvement?
Consistency?
Adaptability?
Mission?

High Scores

Summarize Strengths

Review the 12 Indexes

Which are strongest?
Most important to job?
Clustered in one trait?

Review the Items

Top five?
Clustered in one trait?

Low Scores

Summarize Challenges

Review the 12 Indexes

Which are lowest?
Most important to your
organization's effectiveness?

Clustered in one trait?

Review the Items

Bottom Five?
Clustered in one trait?

Next Steps

Key Patterns

Impact of strengths and weaknesses on performance measures:

Employee Satisfaction?
Quality?
Sales?
Customer Satisfaction?
Innovation?
Financial performance?

Areas to Improve:

What capabilities are
important to improve?
What actions can you take?



**If you have any questions, please
contact**

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**Rick Malinowski, Division Director/CIO at
rick.malinowski@state.co.us 303 239-
4313, or our vendor,**